

Contents

Preface	13
1 Product Innovation	19
1.1 Introduction.....	19
1.2 Importance of Innovation.....	21
1.3 High Failure of Innovation.....	22
1.4 Factors Causing Success or Failure.....	24
1.5 Need for Coordination and Cooperation.....	28
1.6 Need for Communication.....	31
1.7 Innovation Process	33
1.8 Focus of this Study.....	36
1.9 Concluding Remarks and Outline of this Book.....	50
2 Research Methodology	57
2.1 Introduction.....	57
2.2 Problem Statement	58
2.3 Theory Construction and Application	60
2.4 Designing the C3 Method	63
2.5 Testing the C3 Method	68
2.6 Measuring the Effect of the C3 Method	75
2.7 Concluding Remarks.....	82

3 Coordination of Project Teams	87
3.1 Introduction	87
3.2 Definition of Project Team	88
3.3 Definition of Coordination	93
3.4 Control Situation	94
3.5 Control Problem	97
3.6 Control Effectiveness	98
3.7 Evaluating Designs for Controlling Systems	104
3.8 Developing Designs for Controlling Systems	115
3.9 Concluding Remarks	124
4 Conceptualization of New Products	129
4.1 Introduction	129
4.2 Design Problems	131
4.3 Solving Design Problems	133
4.4 Phase Model of the Design Process	138
4.5 The Role of Knowledge in Design	141
4.6 The Role of Creativity in Design	143
4.7 Phase Model of the Conceptualization Process	146
4.8 Making Sense of Design Problems	151
4.9 Measuring Shared Realities	158
4.10 Concluding Remarks	167
5 Meetings and Meeting Support	173
5.1 Introduction	173
5.2 Meetings	174
5.3 Meeting Support	185
5.4 Meeting Control	193
5.5 Effects of GSS	197
5.6 Process Structure	205
5.7 Process Support	208

5.8 Task Support and Task Structure.....	225
5.9 Concluding Remarks.....	234
6 Case Studies and Description C3 Method	239
6.1 Introduction.....	239
6.2 Pilot Case Studies	241
6.3 Case 1: Project 3DOME	242
6.4 Case 1: Process 3DOME.....	248
6.5 Case 1: Conclusions 3DOME	264
6.6 Case 2: Project Starmail.....	277
6.7 Case 2: Process Starmail	279
6.8 Case 2: Conclusions Starmail.....	293
6.9 Description of C3 Method	307
6.10 Concluding Remarks	311
7 Conclusions	315
7.1 Introduction.....	315
7.2 Way of Thinking.....	315
7.3 Way of Working	317
7.4 Way of Modelling	319
7.5 Support.....	320
7.6 Evaluation of the Final Design	326
7.7 Directions for Further Research.....	332
Appendix A NewProd	335
A.1 NewProd Model	335
A.2 NewProd Questionnaire	336
A.3 NewProd Results.....	340

Appendix B Polarity	371
B.1 Polarity Model	371
B.2 Polarity Results	372
Appendix C Group Support Systems	375
C.1 Group Support Facilities	375
C.2 Meeting Agenda	379
Appendix D Pilot case studies	383
D.1 Project "Applications Management"	383
D.2 Project "CWH"	386
D.3 Project "CAS"	387
D.4 Project "CCBS"	491
D.5 Project "Optitheek"	495
D.6 Project "Service Elements"	496
D.7 Project "PC add-on's"	400
Appendix E Project evaluation Starmail	407
E.1 Evaluation questionnaire	407
E.2 Evaluation results	410
References	413
Summary	433
Dutch summary	439
Curriculum Vitae	446